Organizational Overview

Joe Billingsley – Director of Strategic Engagement
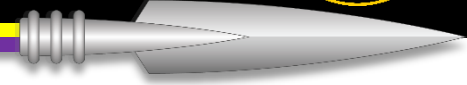12 August 2020

- Purpose

- Mission and Vision

- History

- Value Proposition

- Thought Leadership

- Academic Programs

- Way Ahead

- Discussion

Admiral Ryan (Commander of USCG Cyber Command) with Dr Lewis (CIC Acting Chancellor)
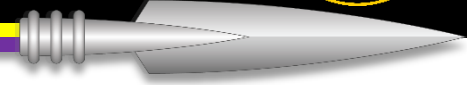
Purpose

The purpose of this presentation is to provide an overview of the College of Information and Cyberspace (CIC) at National Defense University (NDU) to facilitate potential cooperation in the future.

Mission and Vision

- **NDU Mission:** NDU develops joint warfighters and other national security leaders through rigorous academics, research, and engagement to serve the common defense.

- **CIC Mission:** CIC educates joint warfighters and national security leaders in order to lead and advise national security institutions and advance global security within the cyberspace domain and through the use of the information instrument of national power.

- **CIC Vision:** CIC is the premier senior national security educational institution focused on the information environment. CIC is the desired educator of leaders who perform national and military actions within the cyberspace domain using the information instrument of national power.

College History

- 1964: DoD Computer Institute
- 1981: Joined NDU (est. 1976)
- 1990: Renamed Information Resources Management College
- 2011: Rebranded as iCollege
- 2017: Renamed CIC in NDAA

A DODCI Instructor (Grace Hopper) at work in the 1980s.
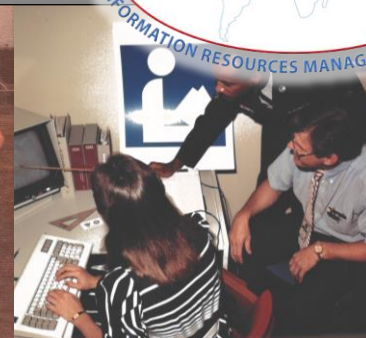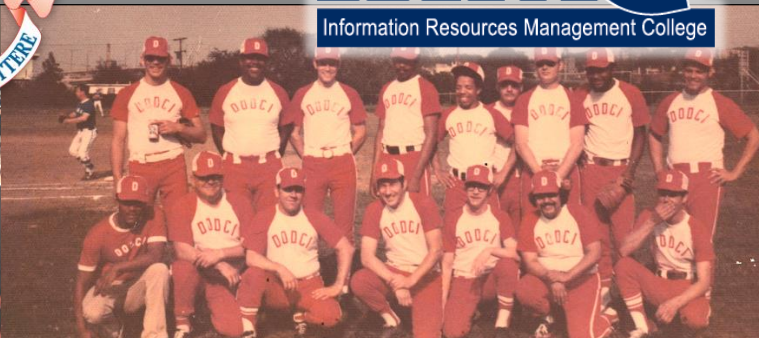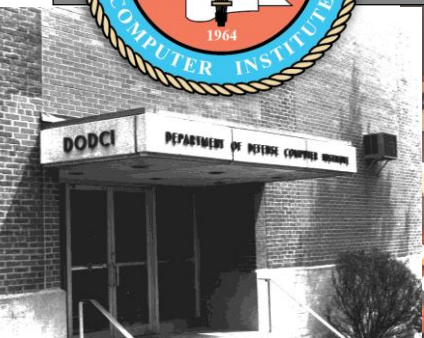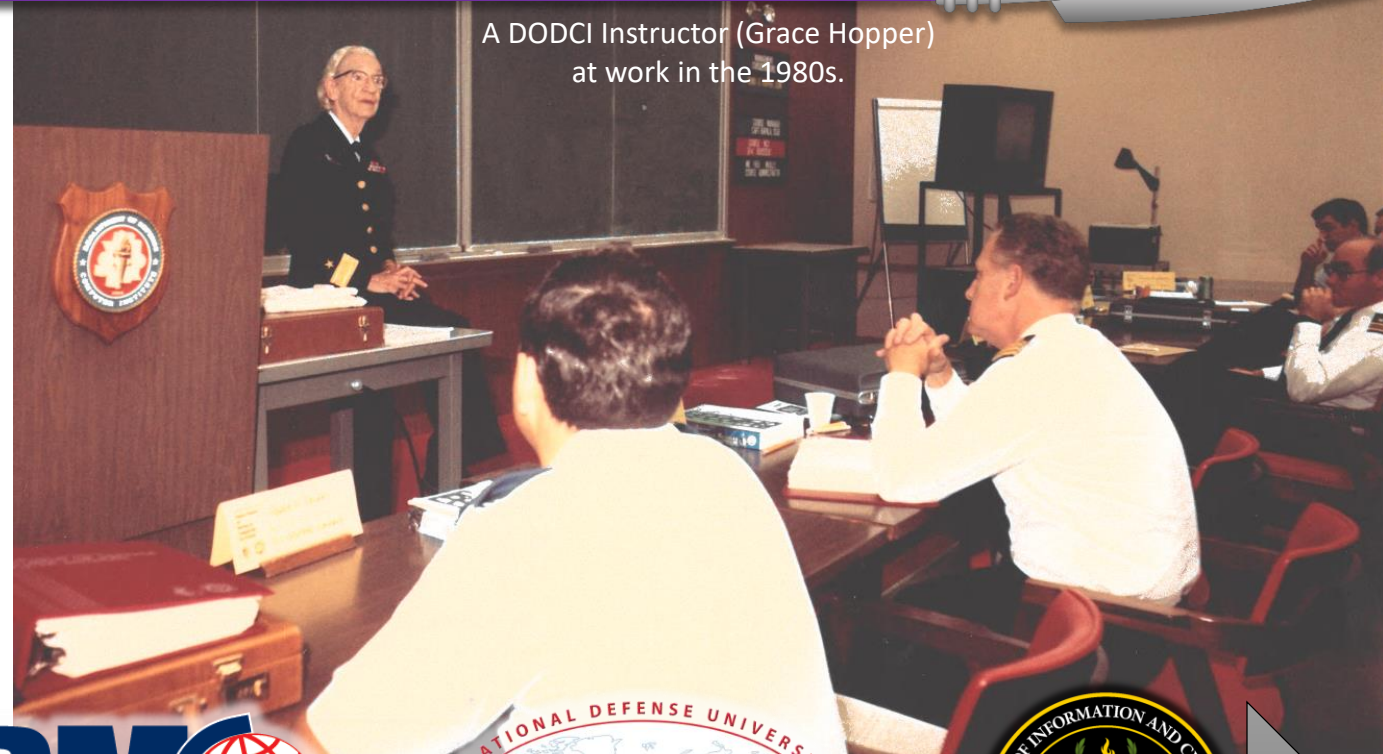
Steve Forbes at IRMC

Unique Value Proposition

- Curriculum centered on the
  - **cyberspace** domain
  - **information** element of national power
- Only **War College** level program centere on understanding how to
  - integrate the "I" in DIME
  - leverage the cyberspace domain
- Rigorous and **Accredited** Curriculum
  - **MS** degree accredited by Middle States
  - **TS-SCI** National Security and Cyberspace concentration War College JPME II
  - **faculty** populated by PhDs and experts
  - diverse professionals as **classmates**
  - close **proximity** and **relationships** with NSC, Pentagon, Hill, WH, CYBERCOM, embassies, corporate HQs, world-class universities, etc.

National Security

Strategic

Joint

Information

Cyberspace

Audience \ Level	Tactical		Operational		Strategic	
Few						
Many						
All						
	Service	Joint	Service	Joint	Service	Joint

Pyramid labels: Evaluate / Integrate / Apply; Cyberspace; Information; Thinking and Communicating; Leadership and Ethics; Strategy and Planning

POC: Joe Billingsley, NDU CIC Director of Strategic Engagement, joseph.l.billingsley.civ@ndu.edu

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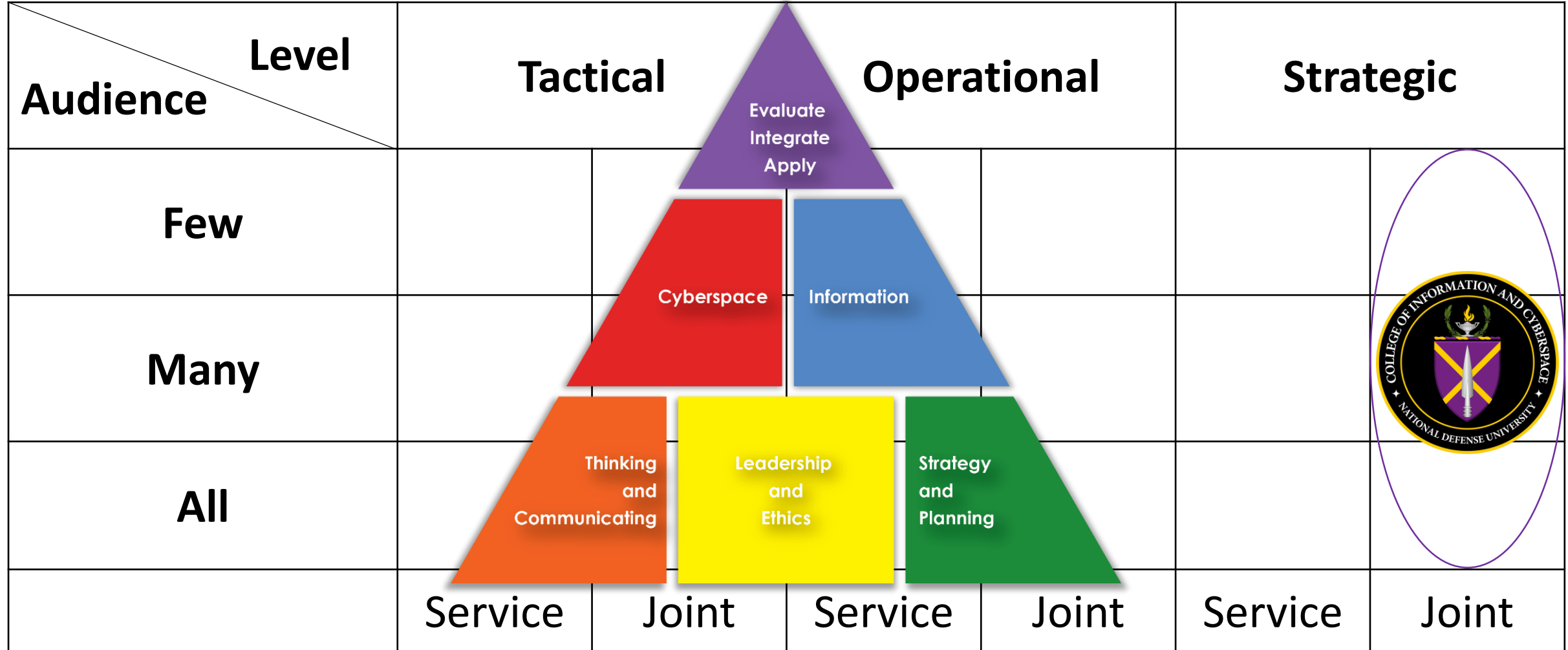
Strategic Thought Leadership

- Conferences
  - USCYBERCOM Strategy Symposium
  - Cyber PME Consortium
  - Cyber Beacon Conference
- Events with various partners
  - DoD
  - Interagency
  - International
  - Private Sector
- Research, Publications, Videos, and Expert Consulting

CIC faculty Harry Wingo Esq testifying before Senate on Chinese drone supply chain issues
Commerce, Science, and

CIC's "Strategic Insights" YouTube interview series
Lieutenant General Shanahan
Joint AI Center Director

CIC hosting the US-Czech Cyber Information Sharing Roundtable Discussion

Former CIC Acting Chancellor Tom Wingfield with Dr. Tobi Feakin, Australia's Ambassador for Cyber Affairs

CIC hosting the US Cyber Solarium Commission

- MS in Government Information Leadership (GIL)
  - Concentration: National Security and Cyberspace Studies
  - Joint Professional Military Education (JPME) phase II version:
    - War College / Senior Service College Program
    - 10-month, full-time, in-residence, and centrally selected
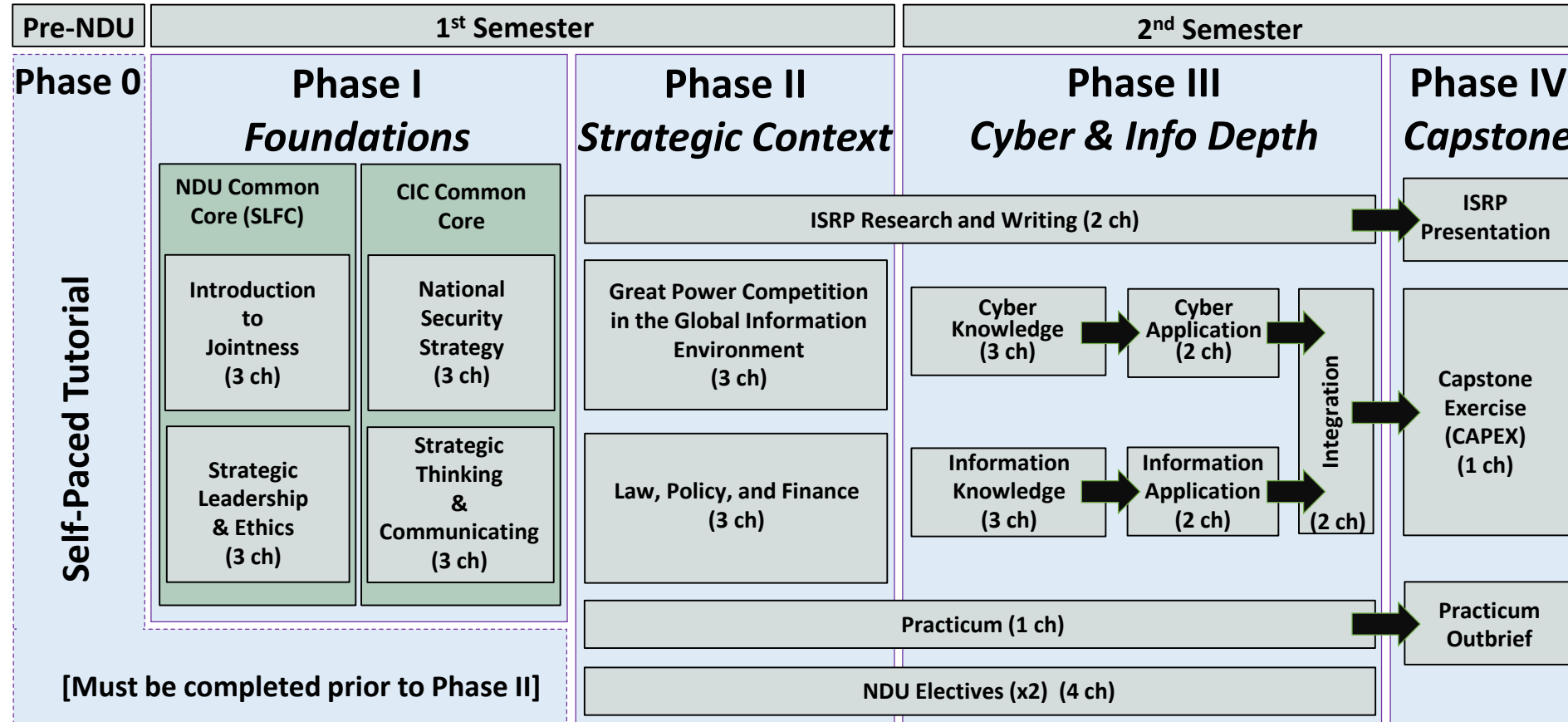 - Cyber Workforce Version:
    - Multi-mode delivery (online and hybrid)
    - Self-paced and self-nominated

- Graduate Certificates: Cyber Leadership, Cyber Security, Chief Information Officer (CIO), Chief Financial Officer (CFO), Data Analytics, and IT Program Management

- Electives: for CIC and other NDU students to earn concentrations

- More updates coming soon!

- Successful graduates of the Master of Science in Government Information Leadership will be able to
  - Employ information and information technology for strategic advantage
  - Evaluate the role, challenges, and opportunities of their organizations within the context of cyber, homeland, national, and global security
  - Apply critical, strategic, ethical, and innovative thinking to achieve results-oriented organizational goals
  - Collaborate across boundaries to leverage talent, resources, and opportunities to achieve mission outcomes and stretch vision
  - Create resilient, adaptable, agile, and productive government organizations focused on national security in the Information Age
  - Lead Information Age government organizations
  - Commit to lifelong development of self and others as reflective learners
  - Communicate at the strategic level demonstrating command of the topic, logical organization, compelling argument, and excellence in English grammar and syntax.

Pre-NDU	1st Semester		2nd Semester	
Phase 0	**Phase I** *Foundations*	**Phase II** *Strategic Context*	**Phase III** *Cyber & Info Depth*	**Phase IV** *Capstone*

Phase 0
Self-Paced Tutorial
[Must be completed prior to Phase II]

Phase I — Foundations

NDU Common Core (SLFC):
- Introduction to Jointness (3 ch)
- Strategic Leadership & Ethics (3 ch)

CIC Common Core:
- National Security Strategy (3 ch)
- Strategic Thinking & Communicating (3 ch)

Phase II — Strategic Context

ISRP Research and Writing (2 ch)
- Great Power Competition in the Global Information Environment (3 ch)
- Law, Policy, and Finance (3 ch)

Phase III — Cyber & Info Depth

- Cyber Knowledge (3 ch) → Cyber Application (2 ch)
- Information Knowledge (3 ch) → Information Application (2 ch)
- Integration (2 ch)
- Practicum (1 ch)
- NDU Electives (x2) (4 ch)

Phase IV — Capstone

- ISRP Presentation
- Capstone Exercise (CAPEX) (1 ch)
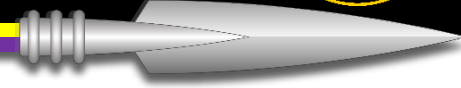- Practicum Outbrief

Way Ahead

- Advertise admission reopening for all programs
- Continuously update curriculum
  - Stakeholder and student feedback
  - Evolving operating environment and relevant technologies
- Increase cooperation
  - Academic and Research Partners
  - Government
  - Alumni

Discussion

Thanks!

cic.ndu.edu
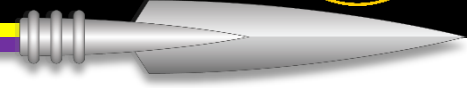
Backup Slides

Internal Configuration
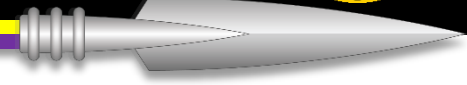
- Current: 2 Departments
  - Information Strategy and Disruptive Technology
  - Cyber Strategy and Infrastructure
- Previous (2019-2020): 4 Departments
  - Cyber Studies
  - Joint Professional Military Education
  - Leadership and Strategy
  - Chief Financial Officer
- Previous (2018-2019): 2 Schools
  - School of Joint Information Strategy and Policy (JISP)
  - School of Joint Strategic Studies (SJSS)

Degree Framework

Academic Framework
Core Course Topics (Category Level)

Cyberspace
- Cyber Fundamentals
- Cyber Technology
- Cyber Domain
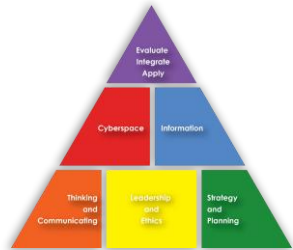- Cyber Security
- Cyber Operations
- Cyber Emerging Technology
- Cyber Governance, Policy, and Law
- Cyber: Strategy

Information
- Foundations and Theory
- Info. Communications Tech. & Information Tools
- Instrument of National Power, Joint Function
- Propaganda, Disinformation, Fake News, and Influence
- Info. Warfare Fundamentals
- Intelligence: Methods and tech.
- Information: Operations
- Global Strategic Environment
- Information: Governance, Policy, and Law
- Information: Strategy

Critical Thinking and Communication
- Critical Thinking Fundamentals
- Elements of Reasoning
- Strategic Thinking, Biases & Perception
- Critical Thinking in Practice
- Critical Thinking Development
- Skills Essential to Learning
- Executive Leadership Communications
- Strategic and Operational Communications

Leadership and Ethics
- Leadership Fundamentals
- Organizational Theory
- Leading Organizations
- Building Coalitions
- Leading People
- Leading Change
- Business Acumen
- Decision Making
- Negotiation
- Leadership Practice
- Professional Development
- Ethical Concepts and Principles
- Developing as an Ethical Reasoner

Strategy and Planning
- Strategy and Planning Fundamentals
- National Security Fundamentals
- Strategy & War
- Planning
- Strategy
- Strategy in Practice

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Phase 1	Fall Semester	Phase 2 Spring Semester	Phase 3
Strategic Leader Foundations Course (4 CrHrs)	**Foundations of the Cyberspace Terrain (3 CrHrs)**	**Information, Warfare, and Strategy (3 CrHrs)**	**Curriculum Practicum**
		Campaigning in Cyberspace (4 CrHrs)	
	National Security Strategy (3 CrHrs)	**International Context of Cyberspace (3 CrHrs)**	
	Law, Authorities, and Warfare (3 CrHrs)	**Warfighting at the Speed of Light (2 CrHrs)**	
	International Practicum Prep		
	Individual Student Research Paper (ISRP) Research and Writing Seminar (3 CrHrs)		**ISRP Presentation**
	Organizational Dynamics and Culture for Strategic Leaders (2 CrHrs)		
	NDU Electives 1 (2 CrHrs)		**Capstone Exercise**
	NDU Electives 2 (2 CrHrs)		
	Communications on Target (2 CrHrs)		

Program Learning Objectives (PLOs): A graduate of the program will be able to…

❖ (PLO 1) Evaluate the national security environment with an emphasis on the impact of the Information instrument of national power.
❖ (PLO 2) Integrate Joint Doctrine with Trans-Regional, Multi-Domain, Multinational perspectives into information and cyberspace operations.
❖ (PLO 3) Analyze the critical aspects of the human-made terrain that underpins information and cyberspace operations to include the technology, law, and policy that supports that terrain.
❖ (PLO 4) Apply principles of strategic leadership, including creative and critical thinking, decision-making, and ethical conduct.

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